



UVA Health

UVA Physicians Group



Year In Review

UVA Physicians Group | FY 2025



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J. Scott Just, MD, MBA

Chief Executive Officer, UVA Physicians Group



Dear UPG Community:

It is undoubtedly true that change is constant in our organization, our institution and across the healthcare industry. This year has been no exception as we have realized significant change at UVA Health, and yet what I am most proud of remains steadfast: Our shared commitment to providing and supporting outstanding care to our patients and their families. I am humbled by the tireless dedication of our physicians, advanced practice providers, and staff. As I complete my second year in this role, I wish to extend my sincere and profound gratitude to each of you. Thank you.

It is an honor to share some of UVA Physicians Group's ("UPG") business accomplishments from the past year in this publication, and I hope that members of the highlighted teams take great pride in their hard-earned successes which are worthy of recognition.

As you read, I hope you'll find that many of UPG's top priorities are evident, but in summary: UPG seeks to support its faculty, team members, health system and University community by fostering a values-driven culture of wellbeing and advocacy, ensuring efficient stewardship & sustainability of resources, providing a model of community practice success, increasing patient access across UVA Health, optimizing business and care delivery operations, and improving wellness for — and reducing the administrative burden felt by — our clinicians.

As well, we are committed to fostering strong relationships with UVA Health and University leaders in the interest of collaborative evolution. On that note, I want to recognize and express gratitude to Dr. Mitch Rosner, who has been appointed as Interim EVP for Health Affairs. Dr. Rosner is, I believe, the right leader at the right time; he has long been recognized as an advocate for faculty, a trusted colleague, and an esteemed physician with a long history at UVA, including 13 years of service as the Chair of the UVA Department of Medicine. Please join me in extending our heartfelt appreciation to Dr. Rosner for agreeing to take on this interim role, and for doing so with a spirit of openness, transparency, and an eagerness to listen.

As we work together to create our future at UVA Health, I encourage you to remember that your leaders care about you, and to remain focused on the incredible work being done at the bedside and behind the scenes every day, as we work to fulfill our collective mission to transform health and inspire hope for all Virginians and beyond — with a renewed emphasis on making our organization a great place to work.

Sincerely,

A handwritten signature in black ink, appearing to read "J. Scott Just". The signature is stylized with a large initial "J" and a long horizontal stroke.

J. Scott Just, MD, MBA

Chief Executive Officer, UPG

Mitchell H. Rosner, MD, MACP, FRCP

Interim Executive Vice President for Health Affairs, UVA



Mitchell H. Rosner, MD, serves as the Interim Executive Vice President ("EVP") for Health Affairs for the University of Virginia ("UVA") and leads UVA Health. In this role, Dr. Rosner oversees an integrated health system that includes University Medical Center ("MC"), UVA School of Medicine ("SOM"), UVA School of Nursing ("SON"), UVA Physicians Group ("UPG"), the Claude Moore Health Sciences Library, UVA Community Health, and UVA Community Health Medical Group, as well as working with regional clinical and educational partners.

Dr. Rosner has met with hundreds of individuals since he was named Interim EVP in late February. He reflects that he has been impressed by the positivity and pride of all UVA team members, including UVA faculty, who devote their lives and careers to providing the best possible care to UVA Health patients and the communities it serves.

"We have an incredibly strong bedrock to build on at UVA Health," Dr. Rosner notes. "The University and health system have been here a long time and will continue to be the hub of this community."

He hopes the organization as a whole continues to be propelled by the collective pride felt by team members who are motivated by their calling to care for patients — while being honest about issues the system faces and practical about how all members of the health system can work together.

One of Dr. Rosner's immediate priorities is to resolve a range of faculty-related concerns regarding organizational culture, physician governance, and how the health system addresses internal complaints. His goal is to "create a culture where our team members feel that they can have open dialogue; a culture of truth, transparency, mutual respect, and engagement."

Additionally, Dr. Rosner noted the importance of addressing the impact rapid growth has had on the overall health system. UVA Health's clinical specialty services are in high demand, and the health system's geographic footprint has expanded significantly over the past several years. While this means more patients are receiving care than ever before, Dr. Rosner said this comes with some challenges. He is working with his leadership team to coordinate expansion plans, more transparently communicate UVA Health's growth strategy internally, and minimize the challenges these opportunities may put on providers, patient access, and infrastructure.

In the future, areas of opportunity include improvements made to supply chain management and cost structure. But primarily, Dr. Rosner will continue to emphasize the importance of building trust, being transparent, and striving for operational excellence.

"With long journeys come frustrations and the need for patience. But if we focus on our core values, there is much potential and every reason to be optimistic," he said.

A native of Roslyn, N.Y., Dr. Rosner completed his undergraduate studies at Harvard University and earned his medical degree from Harvard Medical School and the Medical College of Georgia. He completed his residency and fellowship training in nephrology at the University of Virginia, joining the UVA faculty in 2005. Prior to accepting the role of Interim EVP for Health Affairs, he served as the Chair of the UVA Department of Medicine, and currently serves as the Henry Mulholland Professor of Medicine. Outside of his role at UVA, Dr. Rosner enjoys spending time outside with his family, including his three children.

James Larner, MD

President, UVA Physicians Group



James Larner, MD, serves as both Chair of the UVA Department of Radiation Oncology and President of UVA Physicians Group (“UPG”). Dr. Larner was elected President in April, 2023, by a majority vote of the UVA School of Medicine (“SOM”) Clinical Department Chairs (“Chairs”).

As President, Dr. Larner functions as the liaison between the Chairs, UPG’s Chief Executive Officer, and the Executive Leadership of UPG.

While observing that one of the most pressing issues facing academic medical centers is the existential crisis brought on by decreased reimbursements, including the recent loss of federal funding and grants, and the necessity to keep people at market-competitive compensation levels, Dr. Larner believes that “UPG has a significant opportunity to combat this by increasing efficiency through solutions like DAX Copilot.” Technological advancements like DAX, an AI-powered ambient listening software which is currently being implemented across UVA Health in an attempt to decrease the administrative burden felt by UVA Health physicians, will allow providers to do the work asked of them with fewer calories-per-WRVU (“Work Relative Value Unit”), while also being involved in high-level decision making.

Of UPG’s role in 2026 and beyond, Dr. Larner believes that as well as putting a heavy emphasis on other DAX-style solutions (such as assuming oversight of the Medical Scribe program in 2024, and support of Epic optimization efforts), it should continue to take advantage of the wealth of knowledge provided by the Public Directors of the UPG Board through revitalized listening sessions, explore strategic investment(s) as an additional revenue stream, continue to reaffirm the value of its robust benefits program, and continue to dedicate resources to analyzing and optimizing the faculty compensation plan.

Ultimately, Dr. Larner notes, UPG’s ability to execute nimbly as a tax-free entity unencumbered by state regulation provides great opportunity for it to continue to define its strategic value to UVA Health as a whole.

Dr. Larner is a SOM graduate, the past chair of the NIH Radiation Therapy and Biology Study Section, and was a co-leader of the Genetics and Epigenetics program at the UVA Cancer Center for more than a decade. Outside of the lab and clinic, he enjoys racquet sports, restoring houses, and traveling.

Kelli Palmer

*Public Director, UVA Physicians Group Board of Directors
Global Vice President, Employee Experience, WillowTree*



Kelli Palmer is a strategist and business leader with a wide range of expertise spanning the environmental, social, and governance sector (“ESG”), employee experience, philanthropy, people and systems managements, and politics. Currently the Global Vice President, Employee Experience at WillowTree, her remarkable talent for developing strategy and translating it into action has allowed her to service the higher education space, leading membership organizations and non-profit start-ups.

Despite the engrossing demands of her professional life, Kelli happily stepped into the role of Public Director to the UVA Physicians Group’s (“UPG”) Board of Directors (“Board”), in part due to the perspective gained while working under John Casteen III, UVA’s seventh president. According to Kelli, John helped her understand what a unique universe Charlottesville is, in large part because of UVA Health. And after witnessing various family members receive care here, she began to understand the centrality of health and wellness to the human experience, and how fortunate the community is to have a premier medical institution as its hub.

From her seat on UPG’s Board, Kelli has a unique perspective to the challenges facing both UVA Health and the healthcare industry at large. She believes that the Covid-19 pandemic was a catalyst for great change, both positive and negative, the ramifications of which are still being felt. Post-Covid, Kelli observed a significant increase in “the stress, expectations, and urgency placed on our providers, and [that] much knowledge, skill, and experience was lost in the resulting provider exodus.”

Nevertheless, Kelli believes there is much to be hopeful for, as she has watched a new generation be drawn to serve in the healthcare space (her own daughter is a nursing student). “What UVA Health needs to continue to do to attract new healthcare workers is to make them feel valued. This is a huge institution, and it is easy for people to get lost in the mix. It is critical, therefore, that every person understands their own power to make a difference in every interaction, every day. People need to feel like they belong, and when they do, it has a collective, amplified impact.”

Moving forward, Kelli believes that the healthcare industry as a whole must work to understand and address the issue of cost barriers in provisioning, which stem from high service costs, limited access to resources, and inadequate infrastructure, particularly for low-income individuals. “Healthcare should be a fundamental right, and there is something broken when, like now, universal health and wellbeing do not seem to be a societal priority.”

She has a Bachelor’s Degree in Elementary Education from Elon University, received her Master’s Degree in Counselor Education from Wake Forest University, and a Ph.D. in Higher Education Administration from the University of Virginia. A lifelong learner, she studied at Oxford University and has earned graduate certificates from Boston College and Harvard University.

Born and raised in Maryland, Kelli is a classically trained vocalist (formerly of the Washington Opera Company), published author (with works including *Driving Change: Diversity and Inclusion in Investment Management*, and *Embracing Diversity in Pursuit of Excellence*), and avid traveler. She is a proud, long-term resident of Charlottesville, Virginia, where she lives with her husband and their children, who are her “main hobby.”

Board Updates



Jeff Burton



Craig Wood

Jeff Burton assumed the role of Chair of UVA Physicians Group’s (“UPG”) Board of Directors in January 2024, and will be succeeded by Craig Wood in January 2026. Mr. Burton will continue to serve in the role of Immediate Past-Chair until December 2026.



Finance

Systematically accumulating and reporting timely, accurate, and complete financial information about UPG's performance, financial position, and cash flows to inform strategic and operational decision-making and maintain compliance with regulatory reporting requirements.

AND

Developing budgets and financial plans, preparing variance analysis throughout the year, business planning, and ad hoc analysis and reporting in support of the UPG mission and UVA Health clinical enterprise.

- Had a “clean” FY2024 Financial Audit (also known as an unqualified opinion, a “clean” audit means that the auditors have found no material misstatements or errors in an organization's financial statement).
- Partnered with the UVA Health Revenue Cycle team to implement the Epic Cash Management Module, a software that streamlines patient revenue/collections (Epic is a leading Electronic Health Record [“EHR”] system used by a vast network of hospitals and clinics).
- Collaborated with UVA Health finance leadership to kick off a nascent finance strategic transformation (“FST”) project that will transition UPG’s financial accounting and reporting systems to Workday (a cloud-based software that combines Human Resources and Financial applications). The projected “Go Live” for the UVA Health FST project is July 2027.
- Collaborated with the UVA Health Revenue Cycle team to provide comprehensive revenue cycle reporting to departments, increasing transparency related to process and performance.
- Prepared financial modeling to support robust decision-making for various large-scale business initiatives, including Clinical Practice Group clinical operations and real estate holdings.
- Other process improvement work:
 - » Completed an in-depth review and update of Epic’s data integration process with the general ledger to ensure accurate recording.
 - » Improved balance sheet account reconciliation processes.
 - » Partnered with the University and UVA Health finance teams to enhance system-wide alignment.





Clinical Practice Group

UPG's Clinical Practice Group ("CPG") supports over 140 providers and their teams through the management of 14 primary and specialty care clinics (including therapies). They bring the UVA Health standard of quality healthcare to patients in local communities throughout central and northern Virginia.

FY2025 Progress

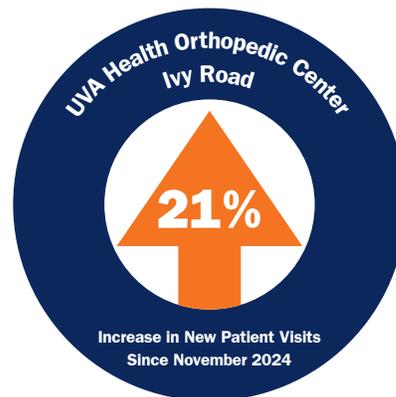
- On track to deliver 315,000 patient visits during FY2025 within the existing practice footprint (an increase of 4% over FY2024).
- On track to welcome 9,200 new patients to the UVA Health network in FY2025 (an increase of 12% over FY2024).



- Improved patient access for UVA Health communities through many initiatives, including:
 - » Implementing cross-scheduling for initial visits across Primary Care practices to ensure timely and efficient patient care.
 - » Hiring 2 additional pediatricians in UVA Health's Harrisonburg practices.
 - » Expanding pediatrics to the UVA Health Primary Care Riverside practice.
 - » Implementing new provider templates in outpatient therapy practices with increased new patient visit and follow up visit slots.
 - » Increasing new patient visits at UVA Health Orthopedic Center Ivy Road by 21% since template changes were implemented in November 2024.

- » Implementing a process to have joint patients schedule physical therapy at the time of scheduling surgery to ease the burden on patients and ensure timely follow up care.
- » Hiring an additional physical therapist for Woman's Health at the UVA Health Therapy Services Fontaine location.

- Service lines added in FY2025 include:
 - » Adult Bariatrics at the UVA Health Specialty and Same Day Care Culpeper location.
 - » Cosmetic Dermatology services in UVA Health UVA Dermatology Waynesboro location.



• CPG Practice and Provider Awards for FY2025:

- » UVA Health Augusta Pediatrics was recipient of the Governor's Letter in October 2024 (an outstanding service recognition letter from Virginia Governor Glenn Youngkin), and was recognized by *Virginia Living Magazine* for their #BestofVirginia Pediatric Practice Award.
- » *Shenandoah Valley's Best of 2024 Awards*: UVA Pediatrics Harrisonburg (Best Pediatric Practice) and Dr. Tara Prieur (Best Pediatrician).
- » *Culpeper Star Exponent Recognitions*: Dr. Connie Chung (Best Dermatologist) and Dr. Ostranda Williams (Best Pediatrician).
- » Dr. Scott Seaton (Lead Physician at UVA Health UVA Primary Care Waynesboro) received the United Hero Award. This award is reflective of excellent Patient Experience scores between 1/1/24–10/30/24.
- » Dr. Leigh Sato was selected as recipient of the 2025 *Dr. Martin Luther King, Jr. UVA Health Award* (this award honors extraordinary individuals who have made remarkable contributions to community and culture).



- » UVA Health Physical Therapy Services Fontaine was recognized with a patient satisfaction award for most improved and top performer 3 out of 4 quarters in FY2025.



• Additional Projects and Initiatives:

- » Supported provider wellbeing by engaging Thrive AP (advanced educational programs for Nurse Practitioners and Physician Assistants) to support training and onboarding for new advanced practice providers ("APPs").
- » Rolled out a Be Safe platform to all clinics for tracking workplace safety incidences.
- » Implemented a new clinical team member onboarding re-design to standardize the team member experience across all clinics.
- » Continued to focus on cost control and fiscal responsibility across the network.



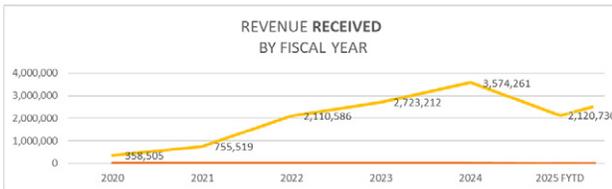
Practice Innovation

Collaboratively pursuing high-quality, efficient, coordinated, and supportive healthcare, while optimizing population-based revenue.

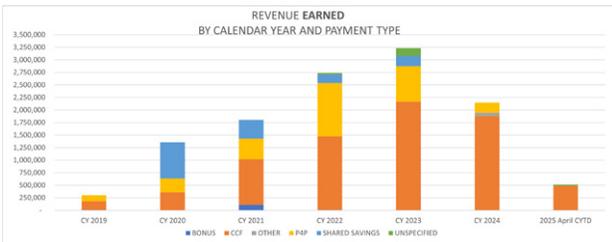
FY2025 Progress

Financial

- Revenue associated with value-based care (“VBC”) programs grew to approximately \$3.6M in FY2025 (and is still growing, as of June 2025), representing consistent 30–40% growth year-over-year (“YOY”) since 2020.



- On track to receive over \$2M in Care Coordination Fees (“CCF”) in Performance Years 2023 and 2024. CCF are regular funds that are the foundation of cashflow stability and infrastructure investment in value-based work. Calendar Year 2024 CCF are still being collected.



- Posted over \$200k in shared savings revenue from the Anthem Commercial program in 2023. This program requires that quality performance standards be met and that costs are managed to surplus. This was the first time this contract revenue pathway had been accessed by UPG. The delay in receipt is due to claims’ lag times and complex analysis by payors.

- Completed a “deep dive” into payer-calculated Cost of Care using external claims data, in one case rectifying to within 0.7% on \$37M in claims.
- Successfully renegotiated contract terms to maximize payout opportunity and avoid potential downside loss exposure in the Anthem Medicare Advantage value-based program.
- Medicare annual wellness visit (“AWV”) completion improvements resulted in over \$500k in new revenue for the system — roughly \$300k in Fee-for-Service reimbursement, and \$200k in value-based performance incentives.
- Lacy Heiberger, UPG’s Chief of Practice Innovation, has been recognized as one of Pearl Health’s *Top 50 Value-Based Care Thinkers* for a second year in a row. This 4th annual list celebrates healthcare thinkers across disciplines who are leading the healthcare industry’s transition to value-based care.

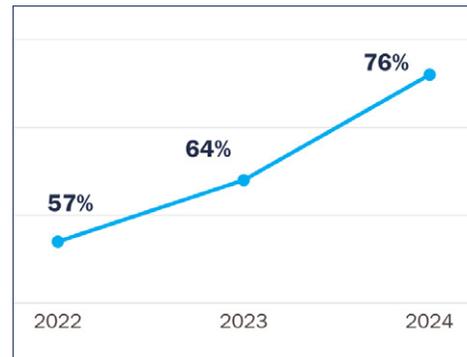
Future financial projects:

- Implementing an Aetna Commercial program to extend coverage to 8,000 additional lives, including UVA’s adult employees. Individuals aged 21 and under will remain under Fortify, the Pediatric Clinically Integrated Network with the Children’s Hospital of the King’s Daughters. This initiative strengthens UPG’s value-based portfolio and expands revenue opportunities.
- Working to define and clarify a strategic framework for value-based revenue as it grows, with consideration for provider/care team incentives and downside risk protections.

Clinical

- Saw a 22.3% YOY improvement in UVA AWW completion rates, with an average 27.6% improvement in clinics with embedded Practice Innovation Registered Nurse (“RN”) Care Coordinator support.
- Partnered with CPG to perform targeted patient outreach and care coordination for patients with mammogram orders who had not yet completed screening. 13.3% of patients completed mammogram screening after additional outreach.
- Completed “Wellness Visit Days” at UVA Health Culpeper Medical Center and UVA Health Primary Care Locust Grove, in collaboration with UVA’s Mobile Mammogram Program.
- 9 of the 13 most common measures across value-based programs are showing significant improvement, while the others are holding steady.
 - » Medication Adherence — which measures the consistency of patients filling prescriptions for common chronic diseases with the potential for management with medications — rose across medication classes. Performance on these measures is consistently high across providers, and is of triple-weighted importance in many programs, so small changes substantially impact overall performance.
 - » YOY improvement in the Controlling High Blood Pressure measure (equal to or greater than 140/90 mmHg) is just shy of 5% in contracted lives, which equates to roughly 1,600 more patients considered “in control”.

- Overall Quality Performance, as demonstrated on the Anthem Commercial Scorecard.



Future clinical projects:

- Partnering with the UVA Health Ambulatory Pharmacy Team to proactively identify and intervene when patients are at risk of failing medication adherence measures.
- Working across UVA Health to define and implement nursing-driven, referral-based programs with increased education, monitoring, and support for common chronic diseases such as Hypertension and Diabetes Mellitus.
- Expanding PI’s support of Medicare Advantage AWW preparation to additional clinics by optimizing the standard process and leveraging efficient modeling.

HEDIS Quality Measure	2022 Average Rate	2023 Average Rate	2024 Average Rate	YOY 2023 to 2024 Change	Trend
Triple-Weighted Quality Measures					
Diabetes A1C Control	38.0%	76.23%	84.56%	8.33%	
Controlling Blood Pressure	27.20%	58.45%	58.33%	-.012%	
Plan All-Cause Readmission	6.63%	9.45%	8.47%	-.98%	
Medication Adherence Cholesterol	89.78%	88.15%	90.38%	2.23%	
Medication Adherence Hypertension	89.85%	88.08%	91.20%	3.12%	
Medication Adherence Diabetes	86.78%	85.30%	87.05%	1.75%	

Continued→

Administrative

Data Acquisition and Management Strategy

- Successfully began using historical claims data on value-based patients for select use cases within the Epic Electronic Health Record.
- Utilized data science to begin building a clinical risk stratification model for prioritization of complex patients with potential benefit from increased engagement in Primary Care settings.

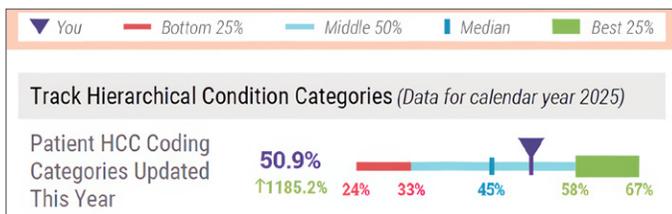
Clinical-risk Driven Business Intelligence

- Hierarchical Condition Categories (“HCCs”) are a group of chronic disease states which are used to calculate the clinical risk of individual patients and on the aggregate, the potential expenditure per patient on healthcare services. Across lines of business (Medicare, Commercial, etc.), UPG’s attributed membership appears to be much more costly than expected. The under-coding of these persistent conditions is a major reason for this.
- Educated various physician groups across the health system on why HCCs are important, and how they can be used to help at the practice level. Dr. Daniel McCarter, the PI team’s Medical Director, has been instrumental in this education.
- Built a Best Practice Advisory (“BPA”) in Epic that uses both external claims and internal source data to assist providers in determining the most appropriate patient diagnoses.
- While action rate on the BPA is low, Epic reports that so far in 2025, Patient HCC Coding Categories are up 1185.2%, to 50.9%.

- Established a quarterly newsletter to improve transparency into UPG’s value-based programs and enhance communication about practitioner-level adjustments to drive improvement.
- PI and UVA Health Information Technology (“UVA HIT”) have worked together to implement functionality “tiles” across payers in the Epic Payer Platform, an Epic-based tool for sending information between payers and providers. These teams are leading the commonwealth in the number of functionality tile installations.

Future administrative projects:

- Building out a *SharePoint* (Microsoft enterprise and knowledge content management tool) site on the UPG employee intranet to house helpful VBC and Quality Improvement resources for providers and care teams.
- Collaborating with system-level leadership to define the strategy for optimizing VBC outcomes across the system.
- Expecting to receive Admissions Discharges and Transfers (“ADT”) feeds from Anthem on roughly 32,000 value-based lives beginning mid-2025. This near-real-time notification through *Care Everywhere** is important for the ability to clinically intervene and support patients who are demonstrating growing clinical complexity through utilization patterns, and for strategically avoiding inappropriate emergency and inpatient care.



*Care Everywhere is an Epic interoperability platform that allows healthcare providers to securely access and update patient records.

Community Engagement

UPG's Community Engagement initiatives focus on training, organizational policies/practices, and organizational culture, while fostering meaningful relationships with the surrounding community and ensuring that organizational initiatives and decisions are aligned with community needs and priorities.

FY2025 Progress

- Participated in the annual Arc of the Piedmont's Santa Fun Run. This was the third year in a row that a UPG team participated, and it's 68-member squad was the largest of the Charlottesville non-profit's 2024 event.
- UVA Health Augusta Pediatrics and UVA Health Pediatrics Culpeper organized and hosted successful Halloween "Trunk-or-Treat" events, drawing hundreds of community participants. Car trunks were decorated — and candy distributed out of them — by many of the UVA Health clinics serving those communities.
- UVA Health Stuarts Draft Family practice hosted a successful community book drive. 87 books (surpassing an original target of 50) were collected and donated to the Guy K. Stump Elementary School Headstart Program, which distributed the books to Title I/low-income children.
- Team members from across UVA Health came together to support the American Cancer Society at the Augusta County Relay for Life.
- Additional Community Engagement efforts:
 - » The Charlottesville Women's 4-Miler
 - » Arc of the Piedmont's People Places Drive



Arc of the Piedmont's Santa Fun Run



Trunk or Treat at UVA Health Culpeper Pediatrics (left) and UVA Health Augusta Pediatrics (right)



UVA Health Stuarts Draft Family Practice Community Book Drive



Augusta County Relay for Life

Human Resources & Employee Wellness

Serving the needs of faculty, staff, and team members by staying mission-driven and providing innovative solutions, while delivering an exceptional employee experience. UVA Physicians Group (“UPG”) Human Resources (“UPG HR”) supports clinical and administrative employees while striving to be the employer of choice in support of our UVA Health partnership.

FY2025 Progress

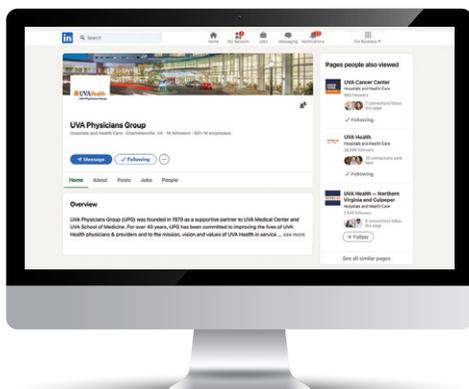
- Provided physician recruitment and sourcing services to many University of Virginia (“UVA”) clinical departments (Surgery, Psychiatry, Pediatrics, Anesthesiology, Medicine - Hematology, Medicine - Cardiology, Otolaryngology, Medicine - Nephrology, Medicine - Rheumatology), resulting in numerous faculty hires, including 2 division chiefs.
- Expanded recruiting efforts to attract UVA residents.
- Engaged in a targeted promotion of family medicine positions at UVA Health Primary Care Culpeper.
- Negotiated the extension of UPG’s Long-Term Disability (“LTD”) rate for its manager/physician LTD plan (now in its 15th year).
- Completed a Benefits Index project. This project, condensed into a one-page informational pamphlet, effectively demonstrated that UPG’s provider benefits are far above average when compared to 15 peer institutions.
- Transitioned pension trustee and custodian services from Vanguard to Principal, providing retirees with enhanced online account access.
- Implemented a new High Deductible Health Plan (“HDHP”) with an employer-funded Health Savings Account (“HSA”).
- In partnership with the health system, worked to support Physician and APP wellbeing through the utilization of new technological applications.
- Continued to analyze UPG’s staff compensation philosophy in partnership with Gallagher (a global risk management and consulting firm).
- Deployed a Pulse Survey (a short employee “spot” survey used to gather quick feedback on specific topics) and implemented a post-survey action plan, providing leadership with insights regarding general employee sentiment and priorities.
- Launched a Wisdom & Wellbeing Quick Check tool that allows employees to assess their moods, track mental and physical health, and access resources for building healthy habits.
- Graduated 26 aspiring leaders from the New Leader Onboarding Program. This program is designed to ensure that newly hired or promoted leaders receive a comprehensive and supportive introduction to their roles and provides a structured approach to understanding UPG’s culture, policies, resources, and leadership expectations.
- Developed a plan for UPG HR leadership to obtain Artificial Intelligence (“AI”) Certification as part of a strategic initiative to enhance digital competency across UPG HR. UPG HR leadership will each pursue individual certification in HR-focused AI applications, while the broader HR team will receive structured training to build foundational understanding and practical skills in AI. This investment supports more informed decision-making, greater efficiency, and prepares our team to responsibly integrate AI tools into core HR functions.
- Consolidated all employee wellness resources to an easily accessible page on the UPG Employee Intranet (a private, internal computer network within UPG that is only accessible to UVA Health employees).
- Supported the communication and compliance effort for the UVA Health/UPG Flu Vax program and associated training/retraining.
- Partnered with UVA to provide top-tier dependent care resources to employees.

Communications

Serving to keep UVA Physicians Group (“UPG”) clinical, administrative, and governance constituents and partners informed about internal organizational business; partnering with UVA Health Office of Strategic Marketing and Communications to align on system-level communications; and offering opportunities for physicians and advanced practice providers to engage in meaningful conversation with their UPG governance and business representatives.

FY2025 Progress

- Coordinated and hosted regular open forums for clinical faculty, Clinical Practice Group (“CPG”) physicians, UPG-employed advanced practice providers, staff, and other UPG stakeholders, designed to “bridge the gap” and allow UPG providers and employees to discuss top priorities with their governance representatives and executive leaders of UPG.
- Continued to expand a comprehensive, user-friendly, and transparent internal website where visitors with health system credentials can access UPG audio/video meeting recordings, key governance and stakeholder meeting transcripts, and general employee resources — including a new UVA Health Wellness page that provides access to the UVA Health Faculty & Employee Assistance Program, the Wisdom & Wellbeing Program, Hoos Well initiatives, and Workplace Health & Wellness Services, among others.
- Distributed monthly CEO newsletters to all dually-employed clinical faculty, CPG physicians, UPG-employed advanced practice providers, UPG staff and members of health system leadership.
- Heavily boosted UPG’s social media presence to support recruitment, retention, and recognition. Performance metrics across all platforms show a significant increase in online presence and engagement in FY2025.
- Worked with UPG’s UVA Health partners to support system-level initiatives, with a renewed focus on transparency and collaboration.
- Engaged in a highly productive partnership with the UVA Health Office of Strategic Marketing and Communications, including monthly check-ins, to ensure an aligned approach to health system-wide communications.
- Led communications efforts related to Revenue Cycle employment transitions between UPG and University Medical Center.
- Partnered with DAX (Ambient Listening) leaders across the health system to ensure that eligible clinicians were made aware of implementation guidelines and opportunities, and that clinical leaders remained informed to support ambulatory providers.



Facilities Management

Ensuring the functionality, comfort, safety, sustainability, and efficiency of UPG's buildings and their surrounding infrastructure, while working with UPG and UVA Health teams and leaders to identify and address areas of inefficiency by eliminating waste and streamlining resources.

FY2025 Progress

- Augusta Professional Park Medical Office Building, Fishersville, VA
 - » Prepared for the replacement of all HVAC rooftop units, including HVAC balancing and humidity control preparation(s).
 - » Began a window and exterior insulation and finishing system replacement project, slated for completion in November 2025.
 - » Began planning a remodeling of the Oncology pharmacy and an expansion of the Oncology clinic (construction should begin late 2025 or early 2026).
 - » Began work on remodeling the Cardiology Specialty Care space, with work estimated to take 6–8 months.
 - » Continued a lighting conversion project to transition from fluorescent to LED (in areas not being renovated) that will provide substantial energy savings and environmental benefits, improved lighting quality, and reduced maintenance effort.
- » Completed a fire alarm system upgrade (all false alarms have ceased).
- UVA Health Primary Care Waynesboro
 - » Began to install fresh air damper controls, stopping humid and/or cold air from being drawn into the building when unoccupied.
- UVA Health Stuarts Draft Family Practice
 - » Commenced a dumpster enclosure installation project to stop other local businesses from mistakenly using the dumpster (previously resulting in extra waste management company charges), while improving general clinic appearance/tidiness.
- UVA Health Family Medicine Stoney Creek
 - » Restriped the parking lot lines, handicap parking, and curbing.



Legal Affairs

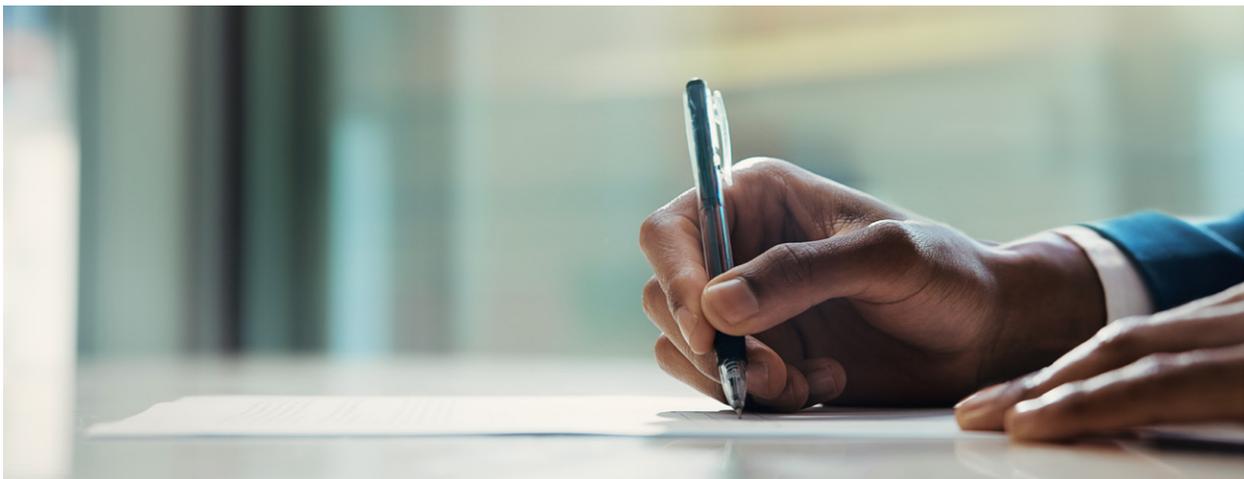
Responsible for providing legal advice, helping UVA Physicians Group (“UPG”) manage legal risk, and ensuring compliance with all applicable state and federal laws and regulations, while negotiating and advising on contracts and agreements with third parties, serving as a liaison between UPG and outside counsel on specialized matters, assisting with regular financial audits and insurance functions, and providing corporate secretarial support to the Board of Directors.

FY2025 Progress

- Procured signatures on more than 350 legal documents in FY2025.
- In April 2024, the team welcomed Jennifer Munsey, who joined UPG as Associate General Counsel. She is a graduate of Washington and Lee University School of Law and has 20 years of legal experience, providing healthcare legal counseling in both the private practice and in-house space (most recently at Carilion Clinic, based in Roanoke, Virginia).
- Regularly provided advice to UPG leadership on a broad array of matters, ranging from specialized real estate transactional advice to healthcare regulatory compliance.
- Tracked more than 1,000 contracts in UPG’s document management system, reviewing legal contracts for updates, changes, and continuation of services.
- Assisted the clinical departments with the critical task of providing care via new systems and to new communities, while overseeing the internal audit and corporate insurance functions.
- Continued to be a key advisor on legal questions, while continuing to assist the managed care contracting team as needed.



Jennifer Munsey

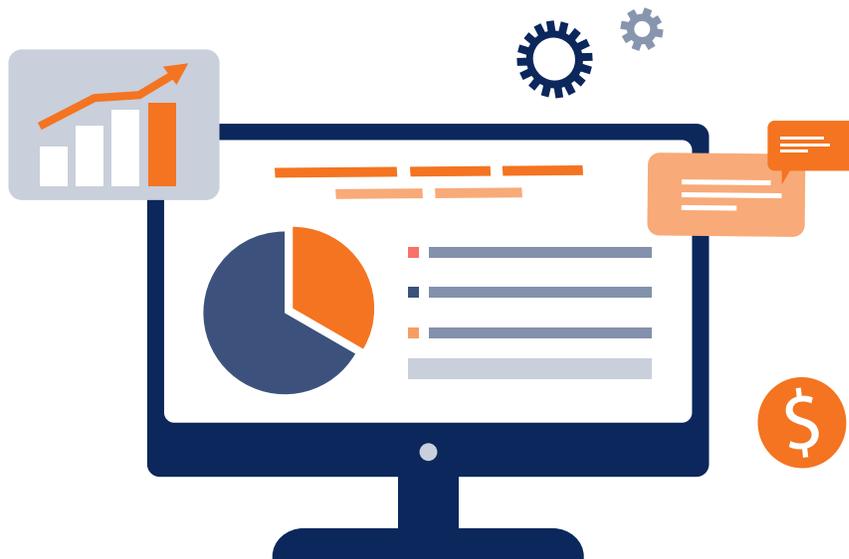


Continuous Improvement

Working with UVA Physicians Group (“UPG”) and UVA Health teams and leaders to identify opportunities for increased efficiency across areas of operations, and implement process improvement efforts aimed to eliminate waste, streamline resources, and reduce administrative burden on clinicians.

FY2025 Progress

- Partnered with key stakeholders to help establish a more structured and transparent Medical Scribe Program invoicing process.
- Delivered Lean 101 training sessions to staff across various departments. Lean methodology/training focuses on maximizing value while minimizing waste, and remains a cornerstone of operational excellence.
- Provided support for key Qualtrics (online survey tool) surveys, helping teams gather meaningful feedback and analyze trends to drive improvements.
- Contributed to the Corporate Goals tracking initiative, ensuring that key performance indicators remain visible and actionable.
- Participated in site visits to Clinical Practice Group clinics across the region to engage directly with clinic leaders and provide an opportunity to introduce available process improvement resources, discuss operational challenges, and reinforce UPG’s commitment to frontline support.



Integrated Services

Many UVA Physicians Group (“UPG”) team members work in integrated units with colleagues across UVA Health entities to provide aligned and exceptional service to our University of Virginia (“UVA”) clinicians and communities. Among these combined teams are:

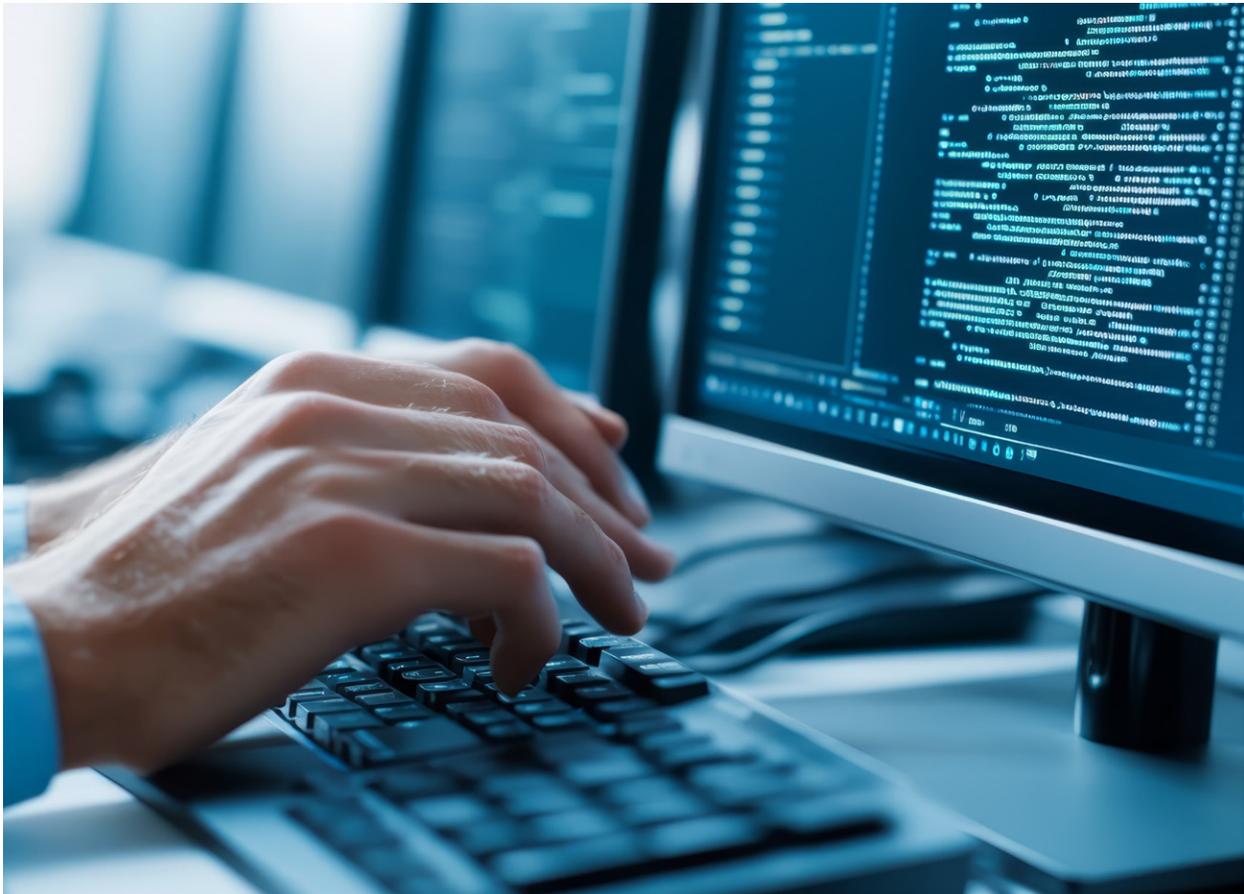
Information Technology*

UPG Information Technology (“IT”) team members are incorporated into UVA Health teams by specialty area, with the shared goal of applying information and technology to make UVA Health the safest place to work and receive care.

- Developed 4 discrete Anaplan (a decision making and scenario planning software) processes that aggregate all of UPG’s budget data by account code into formatted excel files ready for further processing. These processes can be executed directly by the Finance team at the push of a button.
 - » Prior to this development, the ingestion of budget data from Anaplan was a multi-step, multi-department process involving Finance, Financial Planning & Analysis, and multiple software systems. This development saves significant man-hours for both the Finance and Financial Planning & Analysis teams, and means the Finance team can directly modify processing as needed.
- Developed reporting modules that allow for real-time reporting on working budget data. This means that forecast, projection, and variance reporting is now possible (with the working budget being developed by staff in real-time within Anaplan prior to the finalization of that budget).
- Developed a process for the UVA School of Medicine (“SOM”) Business Intelligence team to more efficiently extract metric data by provider and month.
- Developed a data operations process to transfer weekly and monthly tranches of payments and adjustments data to HealthFuse (a Revenue Cycle vendor manager), as well as inventories of various UVA Health accounts. This is part of an initiative to optimize cost effectiveness and performance of Revenue Cycle vendors across the enterprise, with an estimated savings of \$6–8M over the next 3 years.
- Transitioned to ServiceNow (a cloud-based ticketing system) to facilitate transparency into and standardization of IT work processes.
- Facilitated the procurement, configuration, upgrade, and testing of multiple server systems. Impacted areas included UPG’s General Ledger and Accounts Payable software, an upgrade of UPG’s financial reporting system, and the replacement of UPG’s main file server.
- Transitioned the Microsoft Enrollment for Education Solutions (enterprise) licensing agreement to fall under University Medical Center’s (“MC”) contract in order to fully align UPG’s Microsoft licensing with the rest of UVA Health.
- Replaced the server, upgraded the OS, database engine, and the Building Automation System (BAS) which controls the heating and cooling at the following locations:
 - » UVA Health Primary Care Riverside
 - » UVA Health UVA Cancer Center Augusta
 - » UVA Health Specialty Care Augusta
 - » UVA Health Augusta Pediatrics

* This team operates under the UVA Health leadership structure and is an enterprise service, demonstrating collaborative efficiency and expertise.

- Participated and assisted in facilitating a complete re-negotiation of UPG’s Health Information Technology (“HIT”) Memorandum of Understanding (“MOU”) as a result of changes due to Revenue Cycle alignment and the expiration of old MOUs. The renegotiation will result in an overall decrease in costs to UPG for IT services.
- UPG’s Desktop Support Team (team members listed below) were awarded the July 2024 UVA Health UTeam Members of the Month Award for their work supporting their UVA HIT colleagues in responding to the July 19, 2024 CrowdStrike outage. They worked “around the clock” (and through the weekend) to help ensure emergent patient care needs were met, along with UPG and UVA Health business operations.
 - » Ryan Ballew, Supervisor, IT Desktop Support; Spencer Albright, PC Specialist; John Turner, IT Tech Senior; David Jones, PC Specialist; and Christopher Carlson, Database Systems Administrator Senior.
- The Desktop Support Team also completed a physical relocation of Revenue Cycle teams (moving approximately 60 computers, copiers, and other IT equipment). Although Revenue Cycle operations are now managed by the MC, UPG provided the team’s machine support throughout FY2025.



Clinician Wellbeing

Clinician wellbeing is a top priority for UVA Physicians Group (“UPG”), and the organization provides budgeted support for UVA Health clinician wellbeing initiatives in the following areas:

DAX Copilot

(Artificial Intelligence-powered ambient listening tool which records patient encounters and transcribes it to the provider’s notes in Epic)

- Following the success of last year’s pilot program, UPG partnered in implementing DAX in the ambulatory environment across UVA Health in January of 2025.
- Initial interest among UVA physicians and advanced practice providers has been robust, and resulted in more than 900 providers being onboarded across 35 specialties within the first 4 months of availability. Early data demonstrates meaningful decrease in providers’ after-hours time spent in Epic, increased job and improved quality of patient interactions. Collateral positive impacts include increased efficiency, which has potential to translate into greater patient volumes and improved access.
- Participating physicians and advanced practice providers reported feeling supported by onsite and virtual training resources, and optimistic about increasingly improved capabilities of DAX — including direct English-Spanish translation. Anecdotally, patients report positive response to having the sustained, direct attention of their care provider without the interruption of documentation tasks. In FY2026, DAX will be made available to providers across the enterprise, including a pilot program for the inpatient environment, residents and fellows.
- DAX executive sponsorship and steering committee membership represent inter-entity collaboration across the system including UPG, UVA HIT and UVA Community Health — all of whom are working toward our shared goal of alleviating the administrative burden placed on our providers, increasing joy in medicine, and enhancing the patient experience.

Continued→



UPG also provides budgeted support for other initiatives designed to support clinician wellbeing including:

SmartChart and SmartStart

- Helps clinicians optimize their Epic use with personalized education.
- UPG funds some of the trainers and materials, and provides additional program support.

Provider Advisor Builder Dyad

- Pairs a provider advisor with an IT analyst to work within the clinical department to make improvements to that department's Electronic Medical Records ("EMRs") and improve adoption by medical staff.
- UPG supports some builder compensation costs.

Wisdom and Wellbeing

- The Wisdom and Wellbeing Program ("WWP") was established in 2016 to support clinician wellness across UVA Health.
- This program addresses individual wellbeing and a system-level approach to mitigating challenges that impact wellness at work.
- Program support is divided 25% each by UPG, University Medical Center ("MC"), UVA School of Medicine ("SOM"), and UVA School of Nursing ("SON").

Medical Scribe Program

The Medical Scribe Program enhances clinical efficiency and accuracy, improves charting, and contributes to better overall patient care by increase provider availability to patients and the community.

- Successfully transitioned administration of the employed Scribe program from Emergency Medicine to UPG (in FY2025, UPG employed more than 55 medical scribes).
- Updated the Scribe invoicing process to ensure accurate and transparent billing.
- Established one-on-one check-ins with clinical department Scribe Points-of-Contact, and developed support materials for them.
- Expanded program services, offering both in-person and virtual scribes to additional clinics and MC teams.
- Collaborated with the Billing and Coding team to develop and launch a "Scribe Documentation Guidelines and Policies" educational course.
- Oversaw the vendor relationship with Solventum which administers virtual scribe services to a number of UVA clinicians.
- Worked with departments to determine short-term and longer-term strategies for transitioning from employed or virtual scribes to DAX, if desired.



Who is UPG?

Note: The information presented reflects approximate employee counts by category and is subject to change.

~1600 Patient Care Providers

- 1200+ Clinical Faculty Physicians (dually employed by UVA SOM and UPG)
- 40 UPG Clinical Practice Group (CPG) Physicians
- 260 UPG Advanced Practice Providers (APPs) and Allied Health Providers (AHPs)
- 70 UPG Clinical Practice Group (CPG) Clinical Staff

~295 Staff

- 80 UPG Corporate Staff*
- 30 UPG Clinical Practice Group (CPG) Administrative Staff
- 55 UPG Medical Scribes
- 130 Revenue Cycle Staff**

** Functions include Finance/Accounting, HR/Benefits, Legal, Audit, IT, Facilities, Communications, Process Improvement, Governance & Policy Management, Practice Innovation, and Scribe Program Administration.*

*** Transitioning to Medical Center employment June 22, 2025*

“UVA Physicians Group (UPG) was founded in 1979 as a supportive partner to UVA Health University Medical Center and UVA School of Medicine. For more than 40 years, UPG has been committed to improving the lives of UVA Health physicians & providers and to the mission, vision, and values of UVA Health in service to our patients throughout the region.”





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